

**THE IMPACT OF WORK – LIFE BALANCE AMONG WOMEN IN GHANA
POLICE SERVICE (A CASE STUDY OF ASHANTI REGIONAL POLICE
COMMAND)**

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**A DISSERTATION SUBMITTED TO CHRISTIAN SERVICE UNIVERSITY
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AWARD OF A BACHELOR OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE MANAGEMENT OPTION)**

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DECLARATION

We have read the university regulations relating to plagiarism and certify that this report is all our own work and does not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this report herein submitted.

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ABSTRACT

Career women are challenged by work and family commitment at the end of each day in Government and private sectors. Majority of women are working through-out week and are struggling to achieve work-life balance. The objective of the research is assessing the impact of work-life balance among women employees in Ghana Police especially the factors of work-life balance and the perception of employees about WLB. Women reported that their life has become a juggling act as they have to shoulder multiple responsibilities at work and home. Both government and private sectors management need to be conscious of this status of female police and periodically review their status. They can create supportive environment to help these women achieve work life balance.

The data were collected from those who are directly affected by work-life balance at the police service. A total of 30 questionnaires were completed. Percentages and frequencies of responses from respondents were calculated for discussion and the results were presented in charts.

The study also sorts to examine whether there was an overflow effect of work on studies and vice versa. Results from the data administered reveal that: per the demographic characteristics of the sample, majority of the women are married, signifying that they are faced with a demanding role of being a wife, and probably a mother at home together with the demands of work.

It was recommended that the employees should be involved at all times with the drawing of policies and plans to enhance work-life balance. It was also recommended that schools and Child-training facilities should be built or well sited close to the working area of the organization to enable the working parent monitor the progress and performance of their children.

DEDICATION

For the love, care and encouragement throughout our life and this research in particular, we want to dedicate this work to our parents and Mrs. Evelyn Owusu Frempong.

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We would like to express our profound gratitude to the Almighty God for taking us through this exercise successfully. To our parents for their love, care, protection and their financial support that was given to us. We would like to appreciate the efforts of our supervisor, Mrs. Evelyn Owusu Frimpong for the time and constructive criticisms which has brought us this far and to one special person who also helped to make this work a success Mr. Isaac Ampong.

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TOPIC: THE IMPACT OF WORK – LIFE BALANCE AMONG WOMEN IN GHANA
POLICE SERVICE (A CASE STUDY OF ASHANTI REGIONAL POLICE COMMAND)

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In today's world, work and family are the most central and prominent role domains for the majority of adults. Both are significant in terms of where we spend our time and the qualitative impact that they have on our lives. This is particularly true for women, who now comprise more than half of the American workforce (US Department of Labor, 2005). With the increasing demands that each of these domains place upon our lives, it should come as no surprise that significant attention is now being paid to issues of work family balance. The extent of the problem of conflict between work and family domains is difficult to estimate due to limitations in existing researches.

Work - life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers. The term "work – life balance" has largely replaced "family – friendly policy". As Kodz et al (2002) explain the principle of work – life balance is that: "there should be a balance between an individual's work and their life outside work, and that these balances should be healthy.'

However, a recent nationwide study of over 1200 US nurses found that 92% reported experiencing some degree of work family conflict, with 50% reporting occurrence on a weekly basis (Grzywacz et al., 2006). Problems in work-family balance have been associated with a number of negative consequences. These include outcomes that affect not only employees themselves, but also the workplace in general. Negative effects on individuals include emotional

distress and depression, poor physical health, fatigue, and family disruption (Frone, 2003). Deleterious outcomes in the work setting include decreased job satisfaction, increased burnout, poor job performance, and job turnover (Grzywacz et al., 2006). In the healthcare setting, these outcomes have also been implicated in medical errors (Pani & Chariker, 2004). Across a variety of samples and work settings, men and women report similar levels of work-family conflict. However, changing demographics, including an increased proportion of women in the workplace, increases in divorce rates and single-parent households, and more families with simultaneous demands for both child care and eldercare (the responsibility of which frequently falls on women), warrant closer attention to the issue in women. This is especially true in the healthcare industry, where the majority of employees are female (US Department of Labor, 2005).

The paper aims to investigate the extent to which work-life balance practices are a reality for employees in the Ghana Police Service. It also examines if there are any barriers and reasons for the muted adoption of work-life balance policies in the Ghana Police Service. Over the past three decades, there has been a widespread scholarly interest in the concept of work-life balance (Freeman, 2009; Moore, 2007). While extant work-life balance (WLB) studies have significantly furthered our understanding of the phenomena, there remains great unevenness within WLB studies in a non-Western context. In essence, while WLB in the West has received enormous research exposure, far less attention has been devoted to exploring the concept of the WLB of individuals in Ghana. Therefore, this is an attempt to contribute to the literature by exploring the current understanding of and attitude towards the issue of work-life balance among employees in Ghana Police Service.

1.2 Statement of the problem

Work life balance has become crucial over the years within every structured organization as a result of the increasing complexity of employee tasks and the increasing demand for employee work hours. Ideally, the WLB concept requires organisations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimised or avoided (De Bruin & Dupuis, 2004; Greenblatt, 2002). In attempts to achieve a WLB, western organisations have tended to adopt a limited set of policies such as on-site child-care facilities, on-site gymnasiums, telecommuting opportunities, and even on-site sleeping quarters for the employee and their family (Hacker & Doolen, 2003; Hyman & Summers, 2004). Organisations have attempted to increase the flexibility by which employees can perform their work-roles whilst simultaneously enabling them to perform their family-based roles to the maximum extent necessary. This same issue of complexity of work roles and the challenge among women in the police service to balance their work and their family roles have prompted the researchers to study this phenomenon among the women in the police service, especially the Ashanti regional command.

1.3 Objectives of the study

The objectives of the study are grouped into two, they are main and specific. The main objective of the study is to assess the effect of work-life balance among women in the Ghana police service, a case of Ashanti regional command.

The specific objectives are to;

1. Identify the factors of work-life balance at the police service

2. Identify whether the organization provides work-life balance among women at the police service
3. Identify the perception of employees on work-life balance at the police service
4. Make appropriate recommendations and suggestions on the impact of work-life balance

1.4 Research Questions

1. What are the contributory factors to work-life balance in the police service?
2. Does the organization provide work- life balance activities for women in the police service?
3. What are employees' perceptions about work- life balance?

1.5 Significance of the Study

It is the researchers' hope that at the end of this study, the findings would help Ghana Police Service to address the factors affecting the success of the institution. This research work aims to bring into the limelight the dynamics of current economic situations calling for the impact of work- life balance among women on the part of the Police institution to maintain their operational services. The study will create awareness for organizational stakeholders to know that corporate growth and the quest for a competitive edge over other institutions depends on the impact of work- life balance. More so, the study will add new knowledge to the existing literature pertaining to this topic and hence encourage future research.

1.6 Scope of the study

The study was done in Kumasi among Ghana Police services institutions with Ashanti Regional Police Command as the case study. Therefore the Staff Officer of Ashanti Regional Police, Police Women was the source of data collection. The research scope was limited to the impact

of work- life balance among women in the Ghana Police Service meanwhile there are other factors which can cause the failure of work- life balance practices in the Police institutions which is out of the scope of this project. These are: poor execution of work- life balance, too little organizational attractiveness, and incomplete work-life balance definition before it is practice etc.

1.7 Limitations of the study

In conducting the research, the researchers encountered the following as limitations, although they posed as limitations, they did not fully prevent the successful completion of the study. Because the study was not done on a number of Regional Police Commands such as Greater Accra Police Command, Western Regional Police Command Central Regional Police Command, researchers may not have the true reflection of what is happening in other police institutions. Also, information which was considered to be confidential to the institution was withheld. Furthermore, the researchers had limited resources such as funds and time.

1.8 Overview of the methodology

For this Research, qualitative and descriptive research methods will be used. The primary data will be gathered by means of a field survey using survey instruments such as interview guides and questionnaires. However questionnaires will be used specifically. The information will be gathered from sources such as staff of Ghana Police Service. Secondary data will also be obtained from published documents, articles, reports, journals, the internet and periodicals which will basically constitute chapter two thus the literature review.

Qualitative method will be used in the analysis of the primary and secondary data. The questionnaire will be coded and analyzed using Statistical Package for Social Scientists (SPSS)

and Microsoft Excel. The final results will be presented in the form of tables, charts and figures and inferences generated from them.

1.9: Organization of the Study

The entire project work is organized under five chapters. The first chapter introduces the study, states the statement of the problem. It is followed by the objectives, research questions, significance, background, the scope, limitations. The second chapter deals with review of related literature under various subheadings.

The third chapter is the methodology; it describes the area of the study and the population. The main emphasis in this chapter is on sample and sampling procedure, the instrument used in the collection of data. The fourth chapter concerns itself with the presentation and analysis of the data collected. The fifth chapter summarizes the major findings and conclusions by offering suggestions based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter deals with review of theoretical works on the impact of work- life balance among women in Ghana Police service. This is the era of Women Empowerment. Gone are the days when Women were considered only to secondary positions in almost all walks of life compared to men. It has now amply been proved that women are capable of executing any job as efficiently as men, in spite of the various problems faced by them in balancing their work life. This is no exception to the women police in Ghana police service. In order to have deeper insights about the problems faced by women police with regards to job satisfaction, performance, work place culture, striking balance between work and family, the present study is undertaken, where an effort is made to explore the role of women police at global and national level

2.1 DEFINITION OF WORK- LIFE BALANCE

The term ‘work-life balance’ has largely replaced family-friendly policy. As Kodz et al (2002) explain the principle of work-life balance is that: ‘There should be a balance between an individual’s work and their life outside work, and that this balance should be healthy’. Work-life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers.

As defined by the work foundation (2003b) the concept work-life balance is ‘about employees achieving a satisfactory equilibrium between work and non-work activities (i.e. parental responsibilities and wider caring duties, as well as other activities and interests)’. The work foundation recommend that practical day-to-day business and related needs should be considered when organizations set about selecting the range of work-life options that should be made available to staff, whether on a collective basis (as, for example, flexible time arrangements) or on an individual level (say, allowing an individual to move top term-time working provisions). The IRS (2002) considers that ‘Flexible working is considered the most practical solution to establishing an effective work-life balance’. The term ‘flexible working ‘covers flexible time home-working, part-time working, compressed working weeks, annualized hours, job sharing and term-time only working. This resonates with Lee et al. (2009) who argues that an employee’s ‘age, life style and environment’ plays an important part in the individual’s discernment of work life balance. The definitions can assume social, economic and legislative forms.

According to Karatepe and Uludag, (2007) WLB can be described as employees having the ability to fulfill both work and other responsibilities. Their definition is based on social issues associated with individuals ‘irrespective of marital, race or gender’ to attain an improved suit between paid work and personal life. The economic perspective was described by Russell et al. (2009) as companies encouraging individuals to achieve balance as a result of benefits they would gain such as high retention of staff which is referred to as the ‘Business Case approach’. The main aim of the business case approach is that it results in a reduction in absenteeism of employees and also portrays the organization as a good employer.

2.2 THE CONCEPT OF WORK –LIFE BALANCE

The importance of managing an employee's WLB has increased markedly over the past 20 years (De Bruin & Dupuis, 2004). There have been changes in several areas that directly impact on this issue. Firstly, jobs have become more complex and employees have been put under pressure to produce quality results in shorter timeframes and with fewer resources (Hosie, Forster & Servatos, 2004) that has resulted in a redefinition of 'normal working hours'. Secondly, the demographic make-up of the labour force (i.e. gender, ethnicity, dual career couples, religion, multi-generational workplaces etc.), and thirdly the very nature of the employment contract has necessitated that organisations effectively manage their employee's wellbeing, stress and job satisfaction (Greenhaus & Powell, 2006).

Organisational interest in the management of the WLB derives from evidence that "there is little doubt any more that there is a clear connection between the way people are managed and organisational performance" (Purcell, 2002:1), and that with the onset of predicted skill-shortages, the ability to offer effective WLB employment opportunities may become a source of competitive advantage.

Ideally, the WLB concept requires organisations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimised or avoided (De Bruin & Dupuis, 2004; Greenblatt, 2002). In attempts to achieve a WLB, however, western organisations have tended to adopt a limited set of policies such as on-site child-care facilities, on-site gymnasiums, telecommuting opportunities, and even on-site sleeping quarters for the employee and their family (Hacker & Doolen, 2003; Hyman & Summers, 2004). Each has attempted to increase the flexibility by which employees can perform their work-roles whilst

simultaneously enabling them to enact their family-based roles to the minimum extent necessary.

2.2:1 WORK-LIFE IMBALANCE: REASONS WHY THE WLB CONCEPT STILL AN ISSUE?

Despite their best intentions, there remains considerable contention about the effectiveness of organisational WLB policies in delivering flexibility and reducing stress and job-dissatisfaction in the modern workplace (Eates, 2004; Kirrane & Buckley, 2004). Researchers have identified two empirical shortcomings within the WLB literature that have served to undermine its theoretical and practical usefulness. The first relates to the WLB literature's almost exclusive focus on the work-family interface at the expense of other important life-balance issues. Buzzanell et al, (2005) notes that the WLB literature typically portrays role conflicts for white, married, professional and managerial women, with little reference to the many other demographics represented in the modern organisation. Shorthose (2004) and Wise and Bond (2003) go so far as to state that the WLB discipline is essentially flawed, as it is 'one-dimensional', assumes a unitary HR perspective, and that its underlying management has been one of maintaining the status-quo rather than the adoption of competitive and future-oriented HR policy.

The second relates to the literature's inability to clearly define the interaction of work and non-work roles that impact employees' working-life (i.e. stress, job satisfaction etc.). Elloy and Smith (2004) and Spinks (2004), for example, state that because an individual's non-work roles are inherently ambiguous and idiosyncratic, organisations are incapable of understanding how their enactment (or otherwise) impacts each individual. Spinks (2004),

in particular, suggests that organisations are either incapable (or unwilling) to understand their workforce in sufficient detail, and have instead defaulted to a 'one-size-fits-all' policy regime that has simply enabled employees to 'stay at work longer' rather than enable them to enact their important non-work roles. The inadequacy of current WLB policy regimes is highlighted by Kiger's (2005) study that revealed that less than two percent of employees actually participate in available WLB programs. Dex and Smith (2002) cite two main causes for this low figure. The first relates to equity, with many employees reporting that they did not wish to appear a 'special case' or to require 'special treatment' to their colleagues. This is supported from the results of Waters & Bardoel's (2006) study that found a range of workplace cultural factors that reduced the willingness of Australian university staff to access WLB policy options.

The second is that the wide range of policies adopted by organisations has been based on an ill-informed conceptualisation of contemporary WLB, and that this has led to its ineffective formalisation in HRM practices. The consequence for organisations not taking a more holistic approach to WLB is increased issues in attraction and retention of employees in the context of skills shortages in significant occupational groups. The work expectations of Generation X (born 1965 to 1979) and generation Y (born 1980 onwards) (Mackay, 1997) place higher importance on WLB than previous generations and these employees will be attracted to and remain longer with organisations that provide flexibility in accordance with individual employee expectations (Henry, 2005). There is evidence of an increase in women managers holding values and goals with greater emphasis on WLB who are opting to leave organisations and undertaking consulting or contracting work which can permit greater control of WLB conflict (Beck & Davis, 2005).

The contribution of the WLB literature, therefore, appears limited in its ability to provide a useful framework for both academics and practitioners alike (Hyman & Summers, 2004). Despite its name, the WLB literature has remained largely focused on the work-family interface and fails to accurately identify and define the array of work and non-roles that impact *inter alia* on an individual's stress levels and job satisfaction (Hacker & Doolen, 2003; Mellor, Mathieu, Barnes-Farrell & Rogelberg, 2001; Noor, 2004; Pocock, 2005). In order to overcome these issues, Elloy and Smith (2003: 63) suggest that an effective conceptualization of the WLB requires: "...a holistic approach to human resource management, which implies a greater awareness of the total context of worker's daily lives, not just those hours they spend at work."

Guest (1987, 1997 & 2002) suggests for the WLB literature to incorporate a holistic approach to HR management and better inform organizational HR policy development, its design and implementation should adopt the following four criteria:

- That the WLB literature maintains a focus on the integration of HR policies with the organizations vision, goals and strategy. Central to this point is the consistency between the organizations espoused culture and the context of its WLB approach;
- That the implementation of WLB policies create a set of internally consistent employment polices intended to produce employee commitment, flexibility and quality – mutual flexibility and commitment being a cornerstone of the concept of a WLB programmed;
- That there is recognition of the importance of human resources and of the need to engage in practices which reflect this understanding. Therefore, managers internalizing (and demonstrating by their behavior) the importance

of human resources is fundamental to the link between WLB goals and their achievement; and

- That there is a response by employees to the WLB policies (i.e. an ‘up-take’ of WLB opportunities by employees) and to the behavior of the line managers (i.e. a recognition by employees that their superiors are committed to the achievement of a meaningful WLB).

Therefore, the degree to which employers can support the achievement (and benefits associated with) effective WLB/HR policy depends on two main considerations: the manner in which the WLB is defined and formalized within HR policy, and/or how managers respond to employee requests for WLB relief. In terms of its formalization, organizations need to be aware of the extent to which WLB is operationalized– that is, whether it is to be regarded as a ‘right’, a ‘right to request’, or as a matter of managerial discretion. In terms of managerial responses, organizations need to decide whether to apply an authoritarian approach (i.e. ‘hard HR’), a paternal approach (i.e. ‘benevolent’), or a commitment (i.e. ‘Soft HR’) approach to employee requests for WLB relief. It is this intersection between corporate culture, as enacted, in rituals and practices modeled by organizational leaders that set the tone for employees’ responses to WLB initiatives. Where leaders work very long hours, tend to take little annual leave and then in small amounts, demand travel at short notice (Sinclair, 2005) and require employee availability at the leader’s whim and wears these sacrifices as ‘badges on honor’, it follows that employees are, at best, cautious in utilizing WLB. The achievement of an effective WLB-HR policy interface has largely failed in Australia given the issues discussed above, and an exploration of possible remedies represents the research opportunity for this paper.

2.3 THE EVOLUTION OF WORK- LIFE BALANCE

The work-leisure dichotomy was invented in the mid-1800s. Paul Krassner remarked that anthropologists use a definition of happiness that is to have as little separation as possible "between your work and your play". The expression "work-life balance" was first used in the United Kingdom in the late 1970s to describe the balance between an individual's work and personal life. In the United States, this phrase was first used in 1986.

Most recently, there has been a shift in the workplace as a result of advances in technology. As Bowswell and Olson-Buchanan stated, "increasingly sophisticated and affordable technologies have made it more feasible for employees to keep contact with work". Employees have many methods, such as emails, computers, and cell phones, which enable them to accomplish their work beyond the physical boundaries of their office. Employees may respond to an email or a voice mail after-hours or during the weekend, typically while not officially "on the job". Researchers have found that employees who consider their work roles to be an important component of their identities will be more likely to apply these communication technologies to work while in their non-work domain.

Some theorists suggest that this blurred boundary of work and life is a result of technological control. Technological control "emerges from the physical technology of an organization" In other words, companies use email and distribute Smartphone's to enable and encourage their employees to stay connected to the business even when they are not in the office. This type of control, as Barker argues, replaces the more direct, authoritarian control, or simple control, such as managers and bosses. As a result, communication technologies in the temporal and structural aspects of work have changed, defining a "new

workplace" in which employees are more connected to the jobs beyond the boundaries of the traditional workday and workplace. The more this boundary is blurred, the higher work-to-life conflict is self-reported by employees.

Many authors believe that parents being affected by work-life conflict will either reduce the number of hours one works where other authors suggest that a parent may run away from family life or work more hours at a workplace. This implies that each individual views work-life conflict differently. Employee assistance professionals say there are many causes for this situation ranging from personal ambition and the pressure of family obligations to the accelerating pace of technology. According to a recent study for the Center for Work-Life Policy, 1.7 million people consider their jobs and their work hours excessive because of globalization. These difficult and exhausting conditions are having adverse effects. According to the study, fifty percent of top corporate executives are leaving their current positions. Although 64 percent of workers feel that their work pressures are "self-inflicted", they state that it is taking a toll on them. The study shows that 70 percent of U.S. respondents and 81 percent of global respondents say their jobs are affecting their health. Between 46 and 59 percent of workers feel that stress is affecting their interpersonal and sexual relationships. Additionally, men feel that there is a certain stigma associated with saying "I can't do this".

2.4 COMPONENT OF WORK- LIFE BALANCE

At this early stage in the twenty-first century there is increasing evidence that, for some, the value of work is changing. While the 1980s were characterized by the idea that 'lunch is for wimps', there has been a shift, perhaps encouraged by increasing work intensification and pressure, towards valuing a slower and gentler pace, which allows more room for personal

interest, environment and family. In 2001, 41 percent of managers in an institute of management survey felt that the quality of working life had got worse over the last three years (Institute of Management, 2001). Jeff Davidson an expert of work-life balance explains six components of work-life balance:

2.4.1 Self-Management

Sufficiently managing one's self can be challenging, particularly in getting proper sleep, exercise, and nutrition. Self-management is the recognition that effectively using the spaces in an individual's live is vital, and that available resources; time and life are finite. It means becoming a captain of one's own ship because no one is coming to steer for us.

2.4.2 Time Management

Effective time management involves making optimal use of your day and the supporting resources that can be summoned – you keep pace when your resources match your challenges. Time management is enhanced through appropriate goals and discerning what is both important and urgent, versus important or urgent. It entails knowing what you do best and when, and assembling the appropriate tools to accomplish specific tasks.

2.4.3 Stress Management

Societies tend to become more complex over time, naturally. In the face of increasing complexity, stress on the individual is inevitable. More people, distractions, and noise require each of us to become adept at maintaining tranquility and working ourselves out of pressure-filled situations. Most forms of multi-tasking ultimately increase our stress, versus

focusing on one thing at a time.

2.4.4 Change Management

In our fast-paced world, change is virtually the only constant. Continually adopting new methods and re-adapting others is vital to a successful career and a happy home life. Effective change management involves making periodic and concerted efforts to ensure that the volume and rate of change at work and at home does not overwhelm or defeat you.

2.4.5 Technology Management

Effectively managing technology means ensuring that technology serves you, rather than abuses you. Technology has always been with us, since the first walking stick, flint, spear, and wheel. Now, the rate of change is accelerating, brought on by vendors seeking expanding market share. Often there is no choice but to keep up with the technological Joneses, but you must rule technology, not vice versa.

2.4.6 Leisure Management

The most overlooked of the work-life balance supporting disciplines, leisure management acknowledges the importance of rest and relaxation- that one can't short-change leisure, and that "time off" is a vital component of the human experience. Curiously, too much of the same leisure activity, however enjoyable, can lead to monotony. Thus, effective leisure management requires varying one's activities.

2.5 BENEFITS OF WORK-LIFE BALANCE

Employees in companies already implementing work-life practices enjoy significant benefits such as:

- Being able to effectively manage multiple responsibilities at home, work and in the community without guilt or regret.
- Being able to work in flexible ways so that earning an income and managing family/other commitments become easier.
- Being part of a supportive workplace that values and trusts staff.

People want to be able to have

- a good quality of life
- an enjoyable work life and career progression
- training and development
- good health
- affordable childcare or eldercare
- further education
- more money
- time to travel
- time with friends and family
- time to do sports and hobbies
- time to do voluntary work

Benefits for your business

Good work-life balance policies and practices are good for business. Some of the benefits are:

2.5.1 GETTING AND KEEPING THE RIGHT STAFF

Finding and keeping good staff can be difficult especially in a tight labor market. Employers who can offer work-life balance and flexible work options are likely to have the competitive edge, gain access to a wider recruitment pool, and are more likely to hold onto existing staff. As a result of the flexible working arrangements and other work-life initiatives, Harrison Grierson has increased retention of graduates and women returning from parental leave.

“We estimate that the savings over the past three years through retaining employees who have returned to work after a period of parental leave are worth more than \$300, 000,” says Raewyn van Lingen, Franklin Kindergarten Association, winners of the EEO Trust Large Organization Work-Life Award 2007.

2.5.2 GETTING THE BEST FROM STAFF

Poor work-life balance can lead to stress and absenteeism, and low output. Helping employees achieve work-life balance is integral to their general health and wellbeing, increasing their work satisfaction and motivation. They are likely to be more committed, more flexible and more responsive to the business and customers’ needs.

"It's a wellness thing but it's also a monetary thing. You've got to have employees who are engaged, who are feeling good and who want to come to work. The alternative is to have

highly stressed, underproductive people.” Lisa Gunnery Chief Operating Officer of Insurance Operations, Southern Cross, winners of the EEO Trust Manaki Tangata Innovation Award 2007.

2.5.3 BEING AN ‘EMPLOYER OF CHOICE’ AND FUTURE PROOFING

Being an ‘employer of choice’ can give you the competitive edge for attracting talent. Employees who are positive about their workplace help to foster a positive attitude in the wider community. Increasingly businesses are adopting practices that make a positive difference for the environment and society. Staff is a vital business resource, so it makes sound business sense to develop and protect this resource.

“IAG New Zealand sent out an army of volunteers on two projects during Volunteer Awareness Week. They planted natives at Kaitoke Regional Park and repaired, painted, cleaned out, polished at Riding for the Disabled in Kenepuru.” Volunteer Wellington *News from the Edge* reporting on their 2007 Corporate Challenge.

2.5.4 IMPROVING PRODUCTIVITY

Getting and keeping the right staff and getting the best from them will help to increase productivity. Costs associated with recruitment, training and absenteeism will reduce and employees will be more engaged motivated and committed.

“...initiatives to encourage work-life balance do have a positive impact on engagement and productivity provided the workplace culture supports use of the initiatives” - EEO Trust research 2007.

2.6 STRESS AND WORK-LIFE BALANCE

The number of stress-related disability claims by American employees has doubled according to the Employee Assistance Professionals Association in Arlington, Virginia. Seventy-five to ninety percent of physician visits are related to stress and, according to the American Institute of Stress, the cost to industry has been estimated at \$200 billion-\$300 billion a year.

Steven L. Sauter, chief of the Applied Psychology and Ergonomics Branch of the National Institute for Occupational Safety and Health in Cincinnati, Ohio, states that recent studies show that "the workplace has become the single greatest source of stress". Michael Feuerstein, professor of clinical psychology at the Uniformed Services University of the Health Sciences at Bethesda Naval Hospital states, "We're seeing a greater increase in work-related neuroskeletal disorders from a combination of stress and ergonomic stressors".

It is clear that problems caused by stress have become a major concern to both employers and employees. Symptoms of stress are manifested both physiologically and psychologically. Persistent stress can result in cardiovascular disease, sexual health problems, a weaker immune system and frequent headaches, stiff muscles, or backache. It can also result in poor coping skills, irritability, jumpiness, insecurity, exhaustion, and difficulty concentrating. Stress may also perpetuate or lead to binge eating, smoking, and alcohol consumption.

According to James Campbell Quick, a professor of organizational behavior at the University of Texas-Arlington, "The average tenure of presidents at land-grant universities in the past ten years has dropped from approximately seven to three-and-a-half years".

The feeling that simply working hard is not enough anymore is acknowledged by many other American workers. "To get ahead, a seventy-hour work week is the new standard. What little time is left is often divided up among relationships, kids, and sleep." This increase in work hours over the past two decades means that less time will be spent with family, friends, and community as well as pursuing activities that one enjoys and taking the time to grow personally and spiritually.

Texas Quick, an expert witness at trials of companies who were accused of overworking their employees, states that "when people get worked beyond their capacity, companies pay the price." Although some employers believe that workers should reduce their own stress by making a better effort to care for their health, most experts feel that the chief responsibility for reducing stress should be management.

According to Esther M. Orioli, president of Essi Systems, a stress management consulting firm, "Traditional stress-management programs placed the responsibility of reducing stress on the individual rather than on the organization-where it belongs. No matter how healthy individual employees are when they start out, if they work in a dysfunctional system, they'll burn out."

2.7 MOTIVATING FACTORS TO CONSIDER WORK-LIFE BALANCE

2.7.1 WORK-LIFE CONFLICT AND HEALTH

Both work to family conflict and family to work conflict are associated with negative effects for the individual. Frone and colleagues conducted a study examining the relationship of work to family conflict, and family to work conflict on health outcomes. The results indicated that both

are associated with depression, poor physical health and heavy alcohol use. No significant gender differences were found in this study. Kossek and Ozeki found that both directions of work-family conflict have negative relationships with job-life satisfaction. Additionally, this relationship was stronger for women. Canivet and colleagues found that work to family conflict and family to work had a strong relationship with exhaustion in a Swedish sample. While work-family conflict was more prevalent in men, it had a stronger association with exhaustion in women. Rupert, Stenvanovic and Hunley examined the relationships between work-family conflict and burnout in a group of practicing psychologists. Their results indicated that both work to family conflict and family to work conflict are significantly related to burnout. Specifically, conflict is related to lower personal accomplishment, greater emotional exhaustion and depersonalization. However, no gender differences were found.

Levels of work-life conflict have also been associated with workaholics. Bone bright, Clay and Ankenmann examined the differences between two typologies of workaholics in relation to work-life conflict, life satisfaction and purpose in life. Enthusiastic workaholics and non-enthusiastic workaholics may be defined as those who exhibit high work involvement and a high drive to work; with the former differing in high enjoyment in work, and the later reporting low enjoyment of work. The study found both types of workaholics report higher levels of work-life conflict, but enthusiastic workaholics have more life satisfaction and purpose in life.

These studies provide evidence for the negative consequences experienced by the individual as a result of work-family conflict. However, there are disparities on whether or not gender differences exist. In their recent literature review, Rose and colleagues concluded that while both genders experience negative consequences, the relationships are stronger in women.

Not only does work-family conflict cause problems for individuals, but it is also detrimental to organizations.

2.7.2: WORK-LIFE CONFLICT AND ORGANISATIONAL OUTCOMES

There can be many knock on effects for organizations in many areas as a result of employees experiencing work-family conflict¹². Work-life conflict has been found to be associated with: decreased employee job satisfaction; increased staff turnover and absenteeism; lower performance and increased job stress levels; and intention to leave the organization.

For example, PricewaterhouseCoopers implemented a number of work-life balance initiatives. They have been able to provide workers with increased control over where, when and how they work. As a result satisfaction scores for staff's work-life balance increased by 30%.

2.7.3: COSTS OF WORK-LIFE CONFLICT FOR THE INDIVIDUAL AND ORGANISATION

Work-life conflict may also incur economic costs for the individual, society and the organization. Job stress is estimated to cost industry in the US more than \$300 (EUR 226.7) billion a year in related costs such as absenteeism and reduced productivity^{19, 20}. Stewart, Ricci, Chee and Morganstein estimate that productivity losses due to personal or family health problems cost US employers \$225.8 (EUR 170.6) billion a year. In the US, more than half of adults report that family responsibilities are a source of stress and 55% indicated that they experienced work-family conflict in the past 3 months.

Not only does work-family conflict affect organizations, but it can also affect individuals through a loss of pay and medical expenses. Personal costs may also occur for the individual. Adams and colleagues found that higher levels of work-family conflict predicted lower levels of familial support, and higher levels of familial support predicted lower levels of family-work conflict.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0: Introduction

This chapter deals with the methodology of the research. It comprises of the organizational profile of Ghana Police Service, research design, target population, sample size, sample selection method, source and type of data used, data collection method and instrument, data analysis plan and ethical issue.

3.1: Research Design

The research relied fundamentally on qualitative approaches to research. The case study research approach was adopted to investigate the impact of work-life balance among women in Ghana Police service, a case study of the Ashanti Regional command. A Case study strategy focuses on understanding the dynamics present within a single setting (Eisenhardt, 1989).

The case study is frequently applied in a field-based research to describe and develop knowledge based on data from the real world “conditions, aiming to bridge the gap between management theory and practice (Flynn et al., 1990; McCutcheon and Meredith, 1993). The essence of case study is to illuminate a resolution or set of decisions: why they were taken, how they were implemented, and with what result (Scramm cited in Yin, 1994). Principally, case studies are particularly useful for clarifying “how” and “why” questions (Yin, 1994). This characteristic of case studies provides an understanding of the meaning within the framework of assumptions, beliefs, and perspectives specified by the researcher (Meredith, 1998).

The case study helps researchers to expose the real problems in the phenomenon being studied. A strong advocate of the case study approach to research is Stake (1995). According to Stake, (1995) “a case study is intended to catch the complexity of a single case.” He goes on to say that, a “case study is the study of the particularity and complexity of a single case, coming to understand its activity within important circumstances,” and that, “the time we spend concentrating on the one may be a day or a year, but while we so concentrate we are engaged in case study,” (Stake 1995). The researcher ultimately employed descriptive statistics to discuss the principally qualitative data collected.

3.2 Research Population

Research population represents the total collection of a group of interest to the researcher. In this case, the target group for the researchers is the women within the Ghana Police Service. The total number of women in the police service in Ashanti Regional command is 995

3.3 Sample selection

Researchers usually cannot make direct observations of every individual in the population they are studying. Instead, they collect data from a subset of individuals (a sample) and use those observations to make inferences about the entire population (Zickmund 1991 cited in Muzinda 2007). The nature of the study allowed the use of purposive sampling to choose the organization and gender characteristics that this issue might crucially relate, and where the researcher can easily obtain information for the study (The Ghana Police service, Ashanti regional command). Purposive sampling is a technique that allows a researcher to select a case with the required information with respect to objectives. In this regard, a purposive sampling technique was used to select all the various rankings of the employees. There are a total of 30 employees. Employees are in various rankings as; Inspector of police, Sergeant, Corporal, Lance Corporal and Constable. They are women and also have the experience to offer accurate and needed data. Simple random sampling was used to collect data from employees, based on their availability to offer information for the study.

Sampling is very important as far as collecting data from primary sources are concerned. For this research, 30 women were selected to form the sample size from across the various rankings since they will be representative enough of the population.

3.4 Sources and Type of Data used

To obtain an accurate and reliable data, primary and secondary data were used. The secondary data were collected to supplement the primary data used. Secondary data were articles from the internet, books from the Library and other research works. The primary data were the information gathered from the field through the administration of questionnaires.

3.5 Data Collection Method and Instrument

Well-structured questionnaire designed by the researchers were used. Both open and closed ended questions were asked in the questions designed. 20 questions were carefully structured to match the research objectives and questions. The questionnaires were administered personally by the members of the research team.

3.6 Data Analysis Plan

The data generated from the questionnaires administered will be analyzed with Microsoft Excel and the Statistical Package for Social Science (SPSS) 16.0. The results will be presented using descriptive statistics (percentage frequencies, graphs and charts). The analysis of data allowed the researcher to manipulate information collected during the study in order to assess and evaluate the findings and arrive at some valid, meaningful and relevant conclusions.

3.7 Ethical Issues

The researcher considered the following ethical consideration in the process of collecting the data for the study. The respondents were made to give out the information willingly; this is to prevent the possibility of the respondent giving incorrect information which will affect the results. The respondents for the study were made aware of the rationale for the study and the effects of the outcome by a letter of introduction from the researchers' Head of department. To this end, the researcher obtained the needed information based on agreement. In view of this, the information obtained was purely volunteered on mutual agreement. The data collected did not disclose the identity of the respondent and were used for only the intended purpose

3.8 Organizational Profile

Professional policing was introduced by the British Colonial Authorities to the Gold Coast now the Republic of Ghana in 1821. Prior to that, policing or maintenance of law and order was organized by the traditional authorities such as the local headsmen and chiefs, who employed unpaid messengers to carry out the executive and judicial functions in their respective communities. In 1894, the Institution of Police was formalized with the passing of the Police Ordinance which gave legal authority for the formation of a civil police force.

In 1902 the force was split into General, Escort, Mines and Railway Police, which was legalized by the Police [Amendment] Ordinance of 1904. The Marine Police was formed in 1916 but disbanded in 1942 and replaced by Customs Excise and Preventive Service. The Criminal Investigation Department [CID] was formed in 1921 with the finger print section fully operational in 1922. In 1948; the Police Reserves Unit was formed to combat riotous mobs, following the 1948 riots in the country.

The wireless and Communications Unit was formed in 1950 with the formal opening of the Police Information Room in Accra by the then Governor of the Gold Coast, Sir Charles Noble Arden Clark, in June 1950. By 1952, a large number of Africans were enlisted into the Police Force as junior officers. The women branch of the service was then established, to be responsible for Juvenile crimes and offences committed by women. In 1958, the first Ghanaian Police Commissioner, Mr. E. R. T. Madjitey was appointed to head the service.

Vision:

The vision of the police service is to ensure a peaceful and safe environment to facilitate economic and social activities as a pre-requisite for making Ghana a Gateway to West Africa.

Mission:

Their mission is to deliver professional security service for all citizens and non-citizens resident in Ghana. To make the country a safe place for legitimate business transactions.

Values:

The value of the police service is to be honest in their activities. To be firm but fair. Work in partnership with the community.

Aims and objectives

The Ghana Police Service as it is now called has as its motto “Service with Integrity”. The functions of the Ghana Police Service as stated in the Police Service Act, 1970 [Act 350] of Ghana are as follows;

- Crime detection and prevention
- Apprehension (arrest) and prosecution of offenders
- Maintenance of law and order

Due enforcement of the law

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 INTRODUCTION

This research intends to assess the effects of work-life balance among women in the police service. In all 30 sampled employees (police women) were served with questionnaires. These formed the sample for the study from which inferences will be made to the population of women employed in the police service. The basis for the sample selection and methodology has already been discussed in chapter three. Questionnaires received after administration from the respondents were 30, giving a response rate of 100%.

The data collected were mainly analyzed with the use of descriptive statistical techniques such as the bar graphs, and tables. Inferential statistical tools were also employed to answer some of the research questions. The data were coded and analyzed with the help of the Statistical Package for Social Sciences (SPSS) version 16 and the Microsoft Excel Spreadsheet. It is significant to note that for purposes of uniformity in the analysis; applicable and inapplicable questions unanswered were treated as no response and were however accounted for in the computation of the relevant statistical figures.

4.1 Age of Respondents

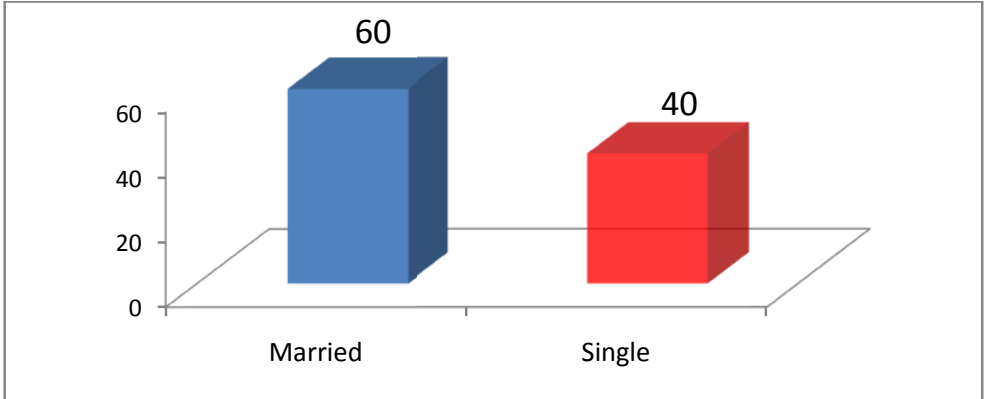
Age	Frequency	Percent
Below 30 years	9	30.0
31-40 years	18	60.0
Above 40 years	3	10.0
Total	30	100.0

Table 4.1

Source: Researchers' Survey, 2013

Table 4.1 shows the age distribution of respondents (sampled police women in the Ashanti regional command). Results indicate that the Majority, 18(60.0%) of the women are within the ages of 31 and 40 years. 9(30.0%) are below 30 years, and 3(10%) are above 40 years.

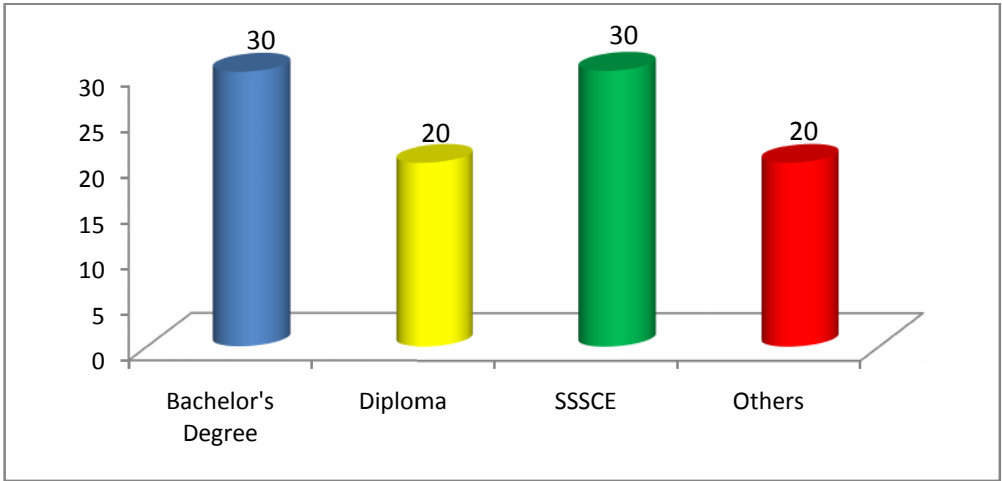
Figure 4.1 Marital Status of Respondents



Source: Researchers' Survey, 2013

Figure 4.1 shows the marital status of the respondents. 18(60%) of the police women are married and 12(40%) are single.

Figure 4.2 Highest Level of Education



Source: Researchers' Survey, 2013

Figure 4.2 shows the distribution of the sample police women based on their highest level of education. Results show that 9(30%) have bachelor’s degree, another 9(30%) have SSSCE certificate, 6(20%) have diploma certificates, and another 6(20%) have other educational qualifications, such as NVTI Grade 2, BECE, Form Four Certificate and NACVET.

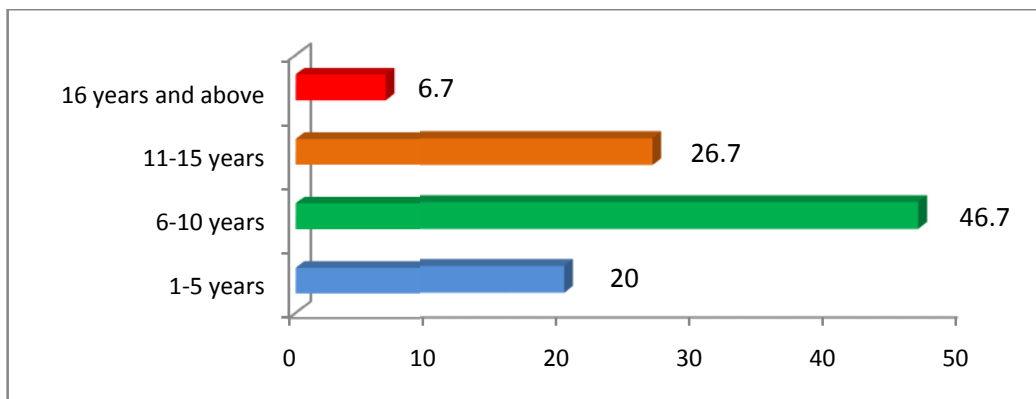
Table 4.2 Current Position

	Frequency	Percent	Valid Percent
Inspector of Police	2	6.7	6.9
Sergeant	4	13.3	13.8
Corporal	16	53.3	55.2
Lance Corporal	5	16.7	17.2
Constable	2	6.7	6.9
Total	29	96.7	100.0
MissingSystem	1	3.3	
Total	30	100.0	

Source: Researchers’ Survey, 2013

Table 4.2 above shows the current positions of the sampled respondents in the organization (Ashanti regional police command). Majority, 16(53.3%) of them are corporals. 5 (16.7%) are Lance Corporals, 4(13.3%) are Sergeants, 2(6.7%) are Inspectors of Police, and another 2(6.7%) are constables. 1(3.3) however did not indicate her position hence however captured as missing system.

Figure 4.3 Length in the Institution



Source: Researchers' Survey, 2013

Figure 4.3 shows the how long respondents have worked with the institution. Majority, 14(46.7%) indicated that they have worked with the organization for between 6 and 10 years, 8(26.7%) also indicated that they have worked with the institution for between 11 and 15 years, 6(20.0%) indicated that they have worked with the organization for between 1 and 5 years. This indicates that majority of the women in the organization have been with the police services for a long period of time.

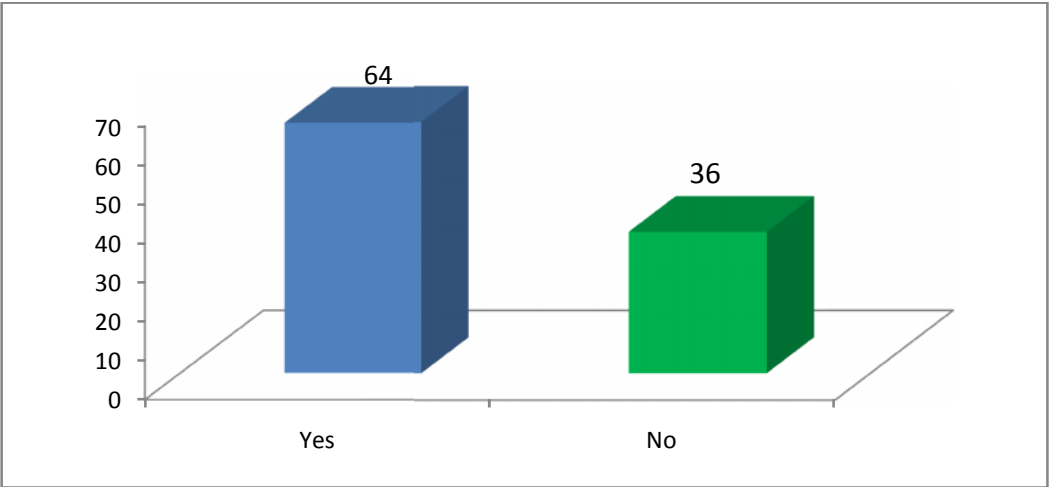
Table 4.3 Job Makes Me Feel Tired Cross-Tabulation

		Current position *		
		Job makes me feel tired		Total
		Yes	No	
Current position	Inspector of Police	1	1	2
	Sergeant	2	2	4
	Corporal	9	7	16
	Lance Corporal	4	1	5
	Constable	2	0	2
Total		18	11	29

Source: Researchers' Survey, 2013

Table 4.3 shows a cross tabulation of the respondents based on their current position in the organization and their assessment on whether their jobs can make them feel tired. From the table, results indicate that 18 of the respondents indicated that their jobs make them feel tired. However, 11 indicated that the job does not make them feel tired. The Corporals are the majority of the respondents who indicated that the job makes them feel tired. A portion of them still form the majority who indicated that the job does not make them feel tired. This result probably is because they form majority of the respondent distribution.

Figure 4.4 Organization Provide Work-Life Balance Programme



Source: Researchers’ Survey, 2013

Figure 4.4 shows the distribution of respondents on whether the organization provides work-life balance programme. 64% of the respondents indicated that the organization provides work-life balance programme. While 36% of the respondents indicated that the organization does not provide work-life balance programme.

Table 4.4 Policies Present in the Organization

	Frequency	Percent	Valid Percent
Flexible working hours	5	16.7	19.2
Health facility	17	56.7	65.4
Paid Child education	1	3.3	3.8
None of the above	3	10.0	11.5
Total	26	86.7	100.0
Missing System	4	13.3	
Total	30	100.0	

Source: Researchers' Survey, 2013

Table 4.4 shows the distribution on policies of work-life balance as identified by the respondents. 17(56.7%) indicated that there is health facility that will take care of the health needs of the respondents and their families, if necessary. 5(16.7%) indicated that there is flexible working hours. 1(3.3%) indicated that the children's education are paid. Meanwhile, 3(10.0%) indicated that none of the above policies exist in the organization. 4(13.3%) also did not answer this question hence captured as missing system. It can be generally identified that there is a weak work-life balance within the organization.

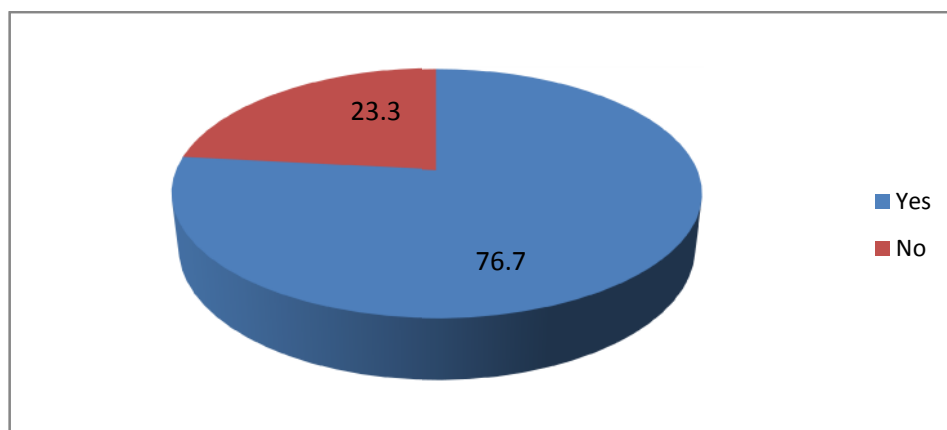
Table 4.5 Time Worker Gets Home

	Frequency	Percent
3:00pm	2	6.7
4:00pm	3	10.0
4:30pm	1	3.3
5:00pm	10	33.3
5:30pm	5	16.7
6:00pm	6	20.0
7:00pm	1	3.3
8:00pm	1	3.3
Dependent on duty schedule	1	3.3
Total	30	100.0

Source: Researchers' Survey, 2013

Table 4.5 shows the records on when respondents close from work and get home. Majority of them, 10(33.3%) indicated that they get home by 5:00pm, 6(20.0%) indicated that they get home by 6:00pm, 5(16.7%) indicated that they get home by 5:30pm, 3(10.0%) indicated that they get home by 4:00pm. Others indicated that they get home by 3:00pm, 4:30pm, 7:00pm or even 8:00pm. However, 1 respondent indicated that she leaves for home dependent on the duty schedule. This indicates that the respondents have a varying work schedule.

Figure 4.5 Work on Weekends



Source: Researchers’ Survey, 2013

Researchers went on to find out whether respondents (police women in the Ashanti Regional command) are called onto duty, to work on weekends (Saturdays and or Sundays). Majority of them, 23(76.7%) indicated that they work on weekends. However, 7(23.3%) indicated that they do not work on weekends. Majority of the police women work even on weekends, and this means that they are mostly separated from their families.

Table 4.6: HOW OFTEN EMPLOYEE TAKES LEAVE

		How often takes leave			Total
		Regularly	Not regularly	Never	
Current position	Inspector of Police	0	2	0	2
	Sergeant	0	4	0	4
	Corporal	3	12	1	16
	Lance Corporal	1	4	0	5
	Constable	0	1	1	2
Total		4	23	2	29

Source: Researchers’ Survey, 2013

Table 4.6 shows a cross tabulation between the current position of the respondents and how often they take leave. 23 respondents indicated that they do not regularly take leave, 4 others indicated that they take leave regularly; they comprise 3 Corporals and 1 Lance Corporal. However, 2 respondents indicated that they have never taken leave; these comprise 1 Corporal and 1 Constable. Also, when asked whether they enjoy maternity leave, all the respondents indicated that they enjoy maternity leave.

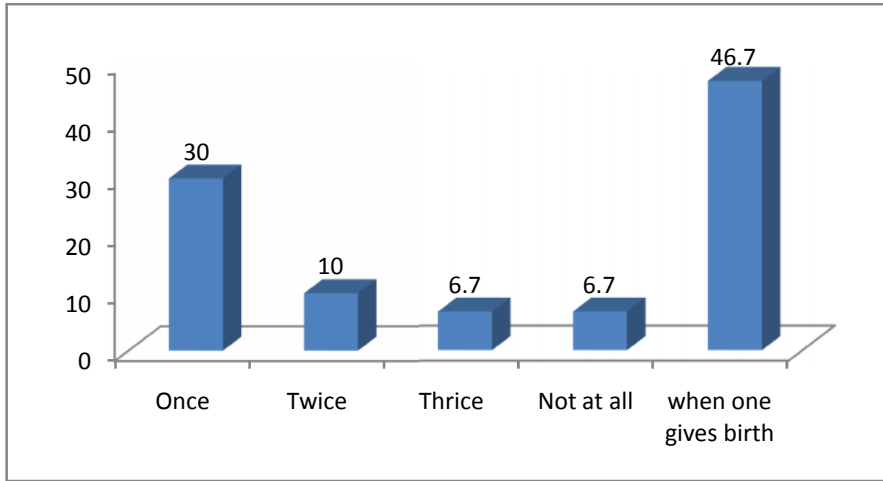
Table 4.7 Openly discuss work life balance with superior

	Frequency	Percent
Yes, all the times	1	3.3
Yes, sometimes	6	20.0
Depends on the matter	20	66.7
Not at all	3	10.0
Total	30	100.0

Source: Researchers' Survey, 2013

Table 4.7 shows the responses on whether they respondents can discuss work-life balance with their superior. 20(66.7%) indicated that they can discuss work-life balance with superior depending on the matter of discussion. 6(20.0%) indicated that they can sometimes discuss work-life balance with superior. 3(10.0%) indicated that they cannot discuss work-life balance issues with their superior. 1(3.3%) indicated that she can discuss work-life balance with superior at all times. Majority of the respondents can discuss work-life balance issues with superior based on the matter for discussion.

Figure 4.6 How often employee enjoys Maternity Leave



Source: Researchers' Survey, 2013

Figure 4.7 shows response on a follow up question to whether the respondents enjoy maternity leave. 14(46.7%) indicated that they enjoy maternity leave when one gives birth. 9(30.0%) indicated that they have enjoyed maternity leave once. 3(10.0%) indicated that they have enjoyed maternity leave twice. 2(6.7%) indicated that they have enjoyed maternity leave thrice. Meanwhile, 2(6.7%) others indicated that they have never enjoyed maternity leave.

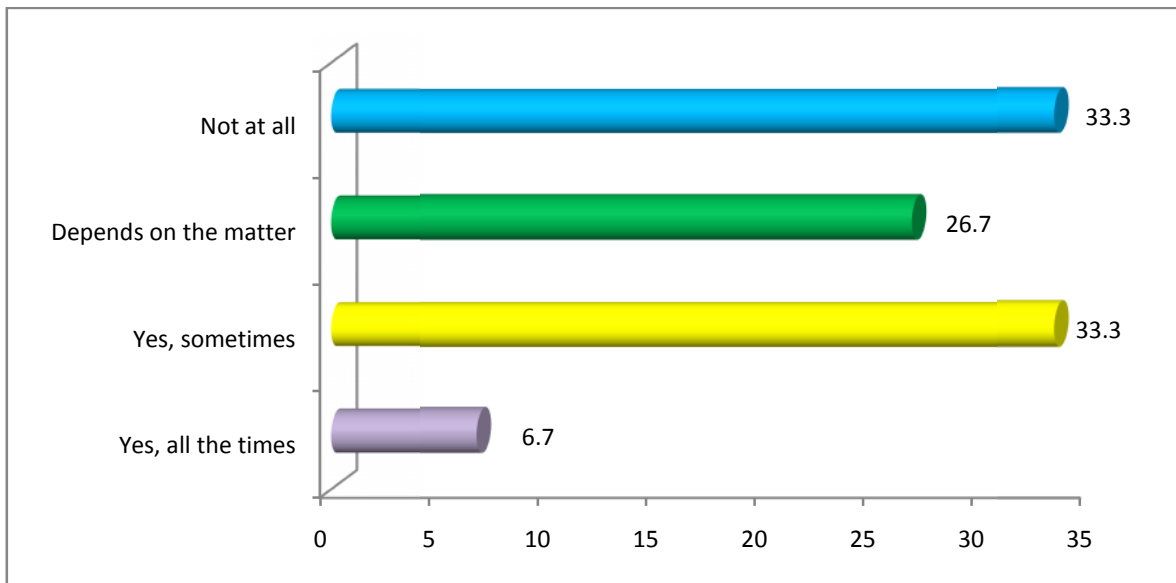
Table 4.8 Good Work Life Balance and Success with the Organization

		Good work life balance and success with the organization		Total
		Yes	No	
Current position	Inspector of Police	2	0	2
	Sergeant	4	0	4
	Corporal	14	1	15
	Lance Corporal	3	2	5
	Constable	1	1	2
Total		24	4	28

Source: Researchers' Survey, 2013

Table 4.8 captures the opinions of the respondents on whether work-life balance implementation in the organization will result in success for the organization. Results indicate that if employees have good work-life balance the organization will be more effective and successful since majority, 24(85.7%) indicated “Yes”. However, 4(14.3%) indicated “No”.

Figure 4.7 Whether employees involved in drawing work-life Balance



Source: Researchers’ Survey, 2013

Figure 4.8 shows responses on whether employees are involved in drawing work-life balance policies for the organization. 10(33.3%) indicated that they are involved sometimes in drawing work-life balance policies for the organization. Another 10(33.3%) indicated that they are not involved at all in drawing work-life balance policies. 8(26.7%) indicated that they are involved depending on the matter for discussion. However, 2(6.7%) indicated that they are involved at all times in the drawing of work-life balance policies for the organization.

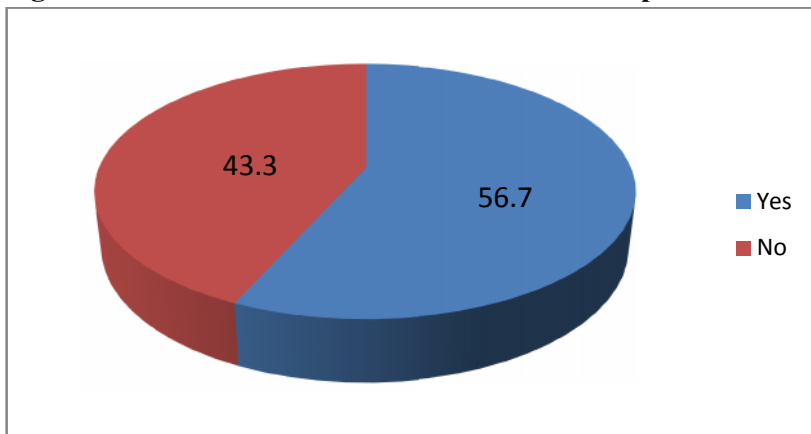
Table 4.8 Working hours comfortable to work cross-Tabulation

Current position		Working hours comfortable to work		Total
		Yes	No	
Current position	Inspector of Police	1	1	2
	Sergeant	2	2	4
	Corporal	7	8	15
	Lance Corporal	3	2	5
	Constable	0	2	2
Total		13	15	28

Source: Researchers’ Survey, 2013

Table 4.8 shows a cross tabulation based on the current position of respondents and their opinions on whether their working hours is comfortable for them. 15 respondents indicated that their working hours is not comfortable for them, and 13 indicated that their working hours is comfortable for them. The individual results are; 8 out of the 15 Corporals indicated that working hours is uncomfortable and 7 out of the 15 indicated that working hours is comfortable. 3 out of the 5 Lance Corporals indicated that their working hours is comfortable and 2 indicated that it is uncomfortable.

Figure 4.8 whether work-life balance is more important than money



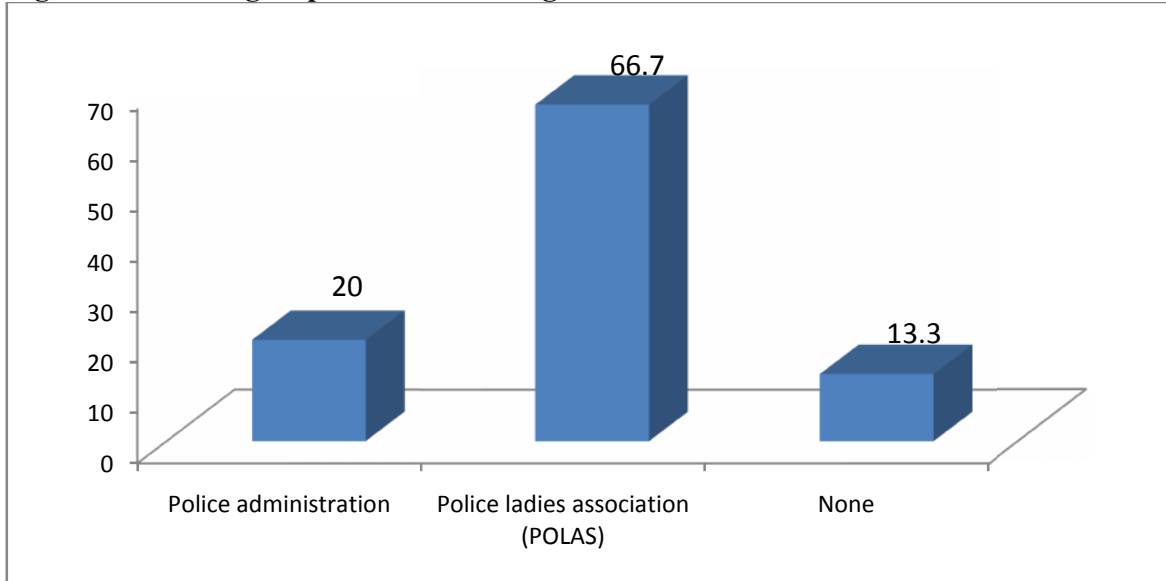
Source: Researchers’ Survey, 2013

Figure 4.9 shows the responses of respondents on whether work-life is more important than money. 17(56.7%) indicated that work life balance is more important than money. However, 13 (43.4%) indicated that work-life balance is not more important than money.

The following are the reasons to justify why work-life balance is more important than money as given by the respondents: Because when that opportunity is given employees will be more committed than before. One can lose job and hence money, due to the nature of the work and if one follows after money that person will get into trouble. Money cannot give the rest needed. Money is not as important as time with family and children. Work-life balance will condition you to psychologically give out your best at work. With an environment which is conducive, you can give out your best at work. Working comfortably is important than money. It enables you time for other private activities.

Also, the following are the reasons given to justify why work-life balance is not more important than money as given by the respondents: Because money is used for everything, because we work for money, Both money and work life balance contribute to effective performance at tasks. Money has been a motivating factor to work. Money is more important than any issues of life. Money is sometimes important too. One cannot work without money.

Figure 4.9 female groups that addresses grievances about WLB



Source: Researchers' Survey, 2013

Figure 4.10 shows the responses on the female group in the institution that addresses the grievances about work-life balance for the respondents. 20(66.7%) indicated that the Police Ladies Association (POLAS) address their grievances on work-life balance, 6(20.0%) indicated that the Police Administration address their grievances and 4(13.3%) others indicated that there is no female group in the institution that addresses their grievances on work-life balance.

WHAT THE ORGANISATION COULD DO TO HELP EMPLOYEE BALANCE WORK AND FAMILY LIFE AS SUGGESTED BY RESPONDENTS

The following are suggestions proposed by the respondents on how the organization could help employee balance work and family life.

- Allow employee to further education,
- Create the atmosphere to enable subordinates depend upon the superior.
- The organization should operate flexible working hours devoid of misunderstanding.
- Give enough incentives and time to spend with family.

- Invite employees in decision making to know their needs and wants.
- Make reporting and closing time flexible and give weekends off.
- Put in plans to improve upon police-civilian ratio.
- Consider the reporting time and number of children the working mothers has to take care.
- The work load should be reduced to at most four days in a week.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter is developed to provide the general overview of the research findings and make significant conclusions and suggest practicable recommendations from the analysis of the study. Findings will add as emphasis to prompt various policy stakeholders on pragmatic steps to ensure that effective work-life balance is practiced within the Ghana Police Service, especially among the women within the institution since they are faced with higher issues of concern; both at home and at their work places.

Results from the data gathered revealed as per the demographic characteristics of the survey group that; most of the women within the Ghana police service are within the ages of 31 and 40,

signifying that they are within the active work and parenting age. The next major age distribution of the women within the institution is women of ages below 30 years.

5.2 SUMMARY OF FINDINGS

The study aimed at assessing the impact of work-life balance among women in the Ghana Police Service, a case of Ashanti Regional command. Work life balance has become crucial over the years within every structured organization as a result of the increasing complexity of employee tasks and the increasing demand for employee work hours. Ideally, the WLB concept requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimized or avoided (De Bruin & Dupuis, 2004; Greenblatt, 2002). There is therefore the need also to assess the impact of WLB within the police sector.

Results from the data administered reveal that: per the demographic characteristics of the sample, majority of the women are married, signifying that they are faced with a demanding role of being a wife, and probably a mother at home together with the demands of work. As per their educational background, results show that all the women are educated, with 30% of them possessing bachelor's degree and another 30% possessing SSSCE certificated, 20% have diploma certificate, and the rest have BECE certificate, NVTI Grade 2 certificate, NACVET or form four certificates. In addition, majority of the women forming the sample are with the rankings of Corporal, and most of the women have been in service to the police force for between 6 and 10 years. This gives more credence to their submission on perception of WLB since they have been with the service for a relatively longer period.

The study however outlines the following findings;

5.2.1 Factors of work-life balance at the police service

Factors of work-life balance are those considerations or components that exist to facilitate work-life balance among the women in the police service. Per the results gathered, the researchers found out that the police service have health care facility which will cater for their health needs and that of their families. The organization also has two associations: Police ladies association and Police administration which serves as a social environment for the police women. The respondents indicated that the police ladies association (POLAS) is the major association or group within the police command where they are able to discuss issues pertaining to work-life balance. However, the Police administration plays some role to this issue.

5.2.2 Identify whether the organization provides work-life balance among women in the police service

This objective aims at finding out the actuality as to whether the police command provides work-life balance for their women. Results gathered by the researcher indicated that; the organization provides work-life balance as indicated by 64% of the respondents. Furthermore, enquiries into the time respondents leave for home; majority of the respondents indicated that they leave for home by 5:00pm, and others gave various times- varying from 3:00pm to 8:00pm, and one other respondent indicated that she leaves home dependent on the duty schedule. Majority of the respondents indicated that they work on weekends, meaning that these women are separated from their families more often. On another issue, as to whether they take leave, a large proportion of the sampled respondents indicated that they do not regularly take leave. From the

nuggets of information, the researchers can deduce that the women within the police service have a hard time making it with work-life balance. Although majority of the women indicated that they enjoy maternity leave when they give birth. Further enquiry into whether respondents are comfortable with their work hours, majority of them indicated that they are not comfortable with it. In conclusion, the police service provides limited proportion of work-life balance among the women in the organization.

5.2.3 Identify the perception of the women employees on work-life balance practices within the police service.

This is to assess the perception of the women employees about work-life balance. 56.7% of the respondents surveyed indicated that work-life balance is more important than money, and they submitted that one can lose their job but it is more detrimental to lose a family. Conversely, 43.3% of the respondents indicated that work-life balance is not that important as money, because money is their motivating factor for working. However, some other respondents equated the importance of work-life balance to having money. Furthermore, an enquiry to whether good work-life balance will improve upon the success of the organization revealed that it would.

5.3 CONCLUSION

Employees within this recent era are reported to experience increasing issues of stress and stress-related work. This does not only the male working class but now, and even more, the female working class. Because it seems they are faced with the challenge to combine various and numerous tasks and roles both at home and at the work place. At the home; they play the role of a mother and a wife amongst others, and at the work place, they play various roles based on their

job descriptions. A factor that has further escalated this situation of “work and life balance” is the rapid growth of technology across the globe which has affected various organizations; both public and private businesses- the police service not an exemption. For every organization to survive and stay effective through these growing challenges of this era there is the need to manage this issue that is affecting their most crucial resource- the human resource (employees). Studying and putting various pragmatic measures for WLB is therefore expedient for all organizations. In conclusion results from the respondents shows that though work-life balance exist within the institution, women (employees) do not enjoy it to the fullest because of how it implemented.

5.4 RECOMMENDATIONS

The research made a study into work-life balance (WLB) among women in the Ghana Police Service, a case of Ashanti regional command. Based on the findings of the study, the following are the researchers’ recommendations.

1. Although tiredness is inevitable because it is a sign of hard work, it is detrimental if not well-managed. Therefore the management of the police service should put in place certain leisure facilities within the police premises to help the employees release stress and equally put their bodies in better shape for effective and efficient work within the organization since large proportion of their work requires physical involvement.
2. Most of the women indicated that they rarely go on leave, because they have tight schedules. Therefore, the researcher suggests that a schedule be drawn in that another person could well substitute one employee when she goes on leave. Since the family is also an integral part to the well-being of the employee.

3. Schools and Child-training facilities should be built or well sited close to the working area of the organization to enable the working parent monitor the progress and performance of their children.
4. The employees should be involved at all times with the drawing of policies and plans to enhance work-life balance.

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APPENDIX A

This is a research on work-life balance among women in Ghana Police Service. This exercise is solely for academic purposes and all information obtained will be treated with utmost confidentiality.

Please tick or write down the information where necessary in the spaces provided.

1. Age

below 30 years

31-40 years

Above 40 years

2. Marital status:

a) Married

b) Single

c) Divorced

3. What is your highest level of education?

(a) Doctorate Degree []

(b) Master's Degree []

(c) Bachelor's Degree []

(d) Diploma []

Others, please specify.....

4. What is your current position or rank in the institution?

(a) Assistant Supt. of Police []

(b) Inspector of Police []

(c) Sergeant []

(d) Corporal []

5. How long have you been in this institution?

(a) 1-5 years []

(b) 6-10 years []

(c) 11-15 years []

(d) 16 years and above []

6. Does your Job make you feel tired to do the things that need attention at home?

a) Yes

b) No

7. Does your organization provide any work life balance programme?

a) Yes

b) No

8. What time do you normally get home each day?

Please specify.....

9. Do you work on weekends (Saturday/Sunday)?

a. Yes []

b. No []

10. How often do you take your leave?

a. Regularly []

b. Not regularly []

c. Never []

11. Can you openly discuss issues related to your work life balance with your superior?

a) Yes, all the times

b) Yes, sometimes

c) depends on the matter

d) not at all

12. Which of these policies are present in your organization?

a. Time off []

b. flexible working hours []

c. Health facility []

d. paid child education []

13. Do you enjoy maternity leave?

a) Yes

b) No

14. How often do you enjoy maternity leave?

a) Once

b) Twice

c) Thrice

d) Not at all

Others, please specify.....

15. What could this Organization do to help you balance your work and family life?

.....
.....

16. Do you think that if employees have good work-life balance the organization will be more effective and successful? YES/ NO

If so how?.....

.....

17. Are employees involved in drawing work-life balance policies for the organization?

- a) Yes, all the times
- b) Yes, sometimes
- c) depends on the matter
- d) not at all

18. Is your working hours comfortable to work?

- a) Yes
- b) No

19. Is work-life balance more important than money?

- a) Yes
- b) No

Please justify.....

20. Which female group in the institution addresses your grievances about work-life balance?

a) Police administration

b) Police ladies association (POLAS)

If any please specify.....